

Finance Convoy Debrief:

- The WPS Incident Command Directive is lacking in the area of prescribing financial oversight for large operations. (Most external directives prescribe a requirement for financial oversight.)
 - o Finance was consulted on a very limited basis
 - o The rationale provided was that the limitation was due to the staffing size of the Financial Services Branch
 - Alternative schedules would have been arranged to accommodate support for an unbudgeted operation of this magnitude
 - o Proper financial oversight was not properly sought or utilized despite several recommendations to the Logistics team throughout the event
- Lack of a Financial Services Branch representative assigned to the task
 - o Allowed an environment of impulse purchases
 - o Disregard of purchasing bylaws despite being provided information
 - o Panic buying
 - o Little/No consideration to reasonableness
 - o Incorrect promises made to vendors in terms of how and when they would be paid.
 - Damage to vendor relations (external risk)
- Members utilized for logistics are not adequately informed of the procurement process, vendors of record, etc.
- Members utilized for logistics were unaware of in-house corporate resources that could be utilized
 - o Increased time and costs seeking external vendors
- Members utilized for logistics did not seek financial consultation until things they could not achieve their goal
- P-cards are not adequately held or programmed across the service to utilize in this size of an operation
 - o More cards with less restrictions are needed
 - o Cards are issued to individuals; as a Service we need to identify key individuals
- Members are not able to legally bind the Corporation.
 - o Executing contracts that they are not authorized to endorse, increases risk to the Service.
- Civilian members are responsible for WPS logistics on a daily basis.
 - o Assigning sworn members with little/no purchasing experience to logistics was a serious misstep
 - o Training should be provided to civilians to work alongside sworn members in major incidents to ensure trust and a team approach
- Communication was poor
 - o Civilian Directors were not consulted or informed for the entire first week of the operation. Our first update meeting was February 14th (since February 8th)
- Proper financial records were not maintained by the logistics team
 - o Individuals who took on tasks but then tried to pass off on Finance when no longer interested/convenient.
 - o Impossible for finance to confirm what goods were received, what hotel rooms were occupied by who, etc.
 - o No single source of items procured, amounts spent, or vendors engaged
- Once operation was complete, logistics team went back to regular duties with very limited follow up to ensure vendor invoices were received, reviewed, and paid

- Duplicates of invoices, copies, then originals, caused for a lot of extra time spent confirming information so that nothing was missed or paid twice (lack of understanding of financial processes by the team)
- Multiple individuals working on the same task resulted in countless calls and emails asking about food vendors that would bill direct.
 - o A list should have been created on a shared drive.
 - o Once created, improved communication to those working as to where they can find this information.